



WELCOME TO THE CONVERSATION!
BLUE HILL AVENUE ACTION PLAN
BT PARCELS REQUEST FOR PROPOSAL
WEDNESDAY, JUNE 9, 2021

AGENDA

- I. INTRODUCTIONS
- II. BLUE HILL AVE ACTION PLAN OVERVIEW
- III. DEVELOPMENT FUNDAMENTALS
- IV. FINANCING DEVELOPMENT 101
- V. OPPORTUNITIES FOR TECHNICAL SUPPORT
- VI. BREAKOUT SESSION
- VII. NEXT STEPS

An aerial photograph of a city street, likely in Chicago, showing a mix of residential housing, trees, and a distant skyline. The street runs vertically through the center of the frame. On either side of the street are rows of houses, some with porches and gabled roofs. There are many green trees interspersed among the buildings. In the background, a dense line of trees separates the residential area from a city skyline with several tall skyscrapers. The sky is a pale blue. The text "ACTION PLAN OVERVIEW" is superimposed in the center of the image.

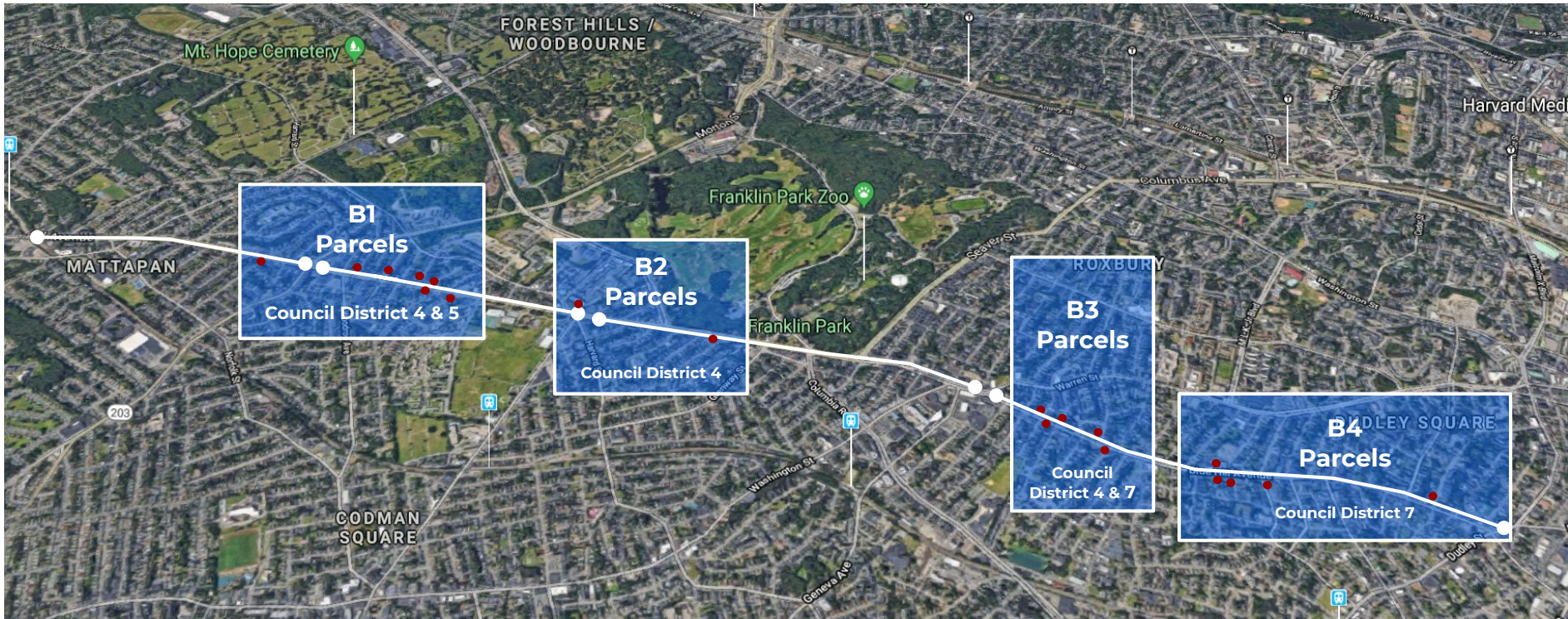
ACTION PLAN OVERVIEW

PROJECT SUMMARY

- 30 City-owned parcels across the Blue Hill Ave Corridor connecting multiple neighborhoods and communities. The parcels totaling approximately 97,000 square feet have been divided into 4 groups called B1, B2, B3 and B4.
- RFPs last released 2016-2017 for mix-use or commercial development.
- Zoning includes: Multi-family Residential, Local Services, Local Convenience, Neighborhood Shopping, 3F-4000, 3F-5000 and 3F-6000.
- Throughout the planning process DND worked with community members, elected officials, local stakeholders, BPDA PLAN: Mattapan team, Office of Economic Development (OED), Boston Transportation Department (BTD), nonprofit and for profit organizations.



BLUE HILL AVENUE PARCEL MAP



30 parcels totaling approximately 97,000 sf.

PROJECT TIMELINE

WINTER 2019

DND met with BPDA, OED, BTB, and Councilor Campbell's office to outline the Blue Hill Avenue Action Plan and provide context for DND's upcoming community meetings. DND participated in Plan: Mattapan Deep Dive community meetings and BTB Transportation Action Plan discussions.

FALL-WINTER 2020

DND continued hosting virtual meetings and walking tours for remaining parcel groups. We worked with elected officials, OED, BPDA and local leaders to draft the B1 Parcels RFP.

SPRING-SUMMER 2020

DND held walking tours, conducted surveys, and hosted community meetings & discussions centered around possible uses. We collect feedback and requirements to help shape the forthcoming RFPs.

SPRING-SUMMER 2021

DND issued B1 RFP taking into consideration, feasibility, best uses, and community feedback. The 1st of two conferences related to the B1 RFP will be held on June 9, 2021. The event will be followed by a 2nd conference focused on networking opportunities for potential applicants. [B1 RFP proposals will be received until August 3, 2021, at 4 PM.](#)

HISTORIC BARRIERS

*We often refer to **Blue Hill Avenue** as the City's central spine. The corridor has been the home to many of Boston's immigrant populations. Blue Hill Avenue was subjected to decades of disinvestments due to the redlining of neighborhoods like Mattapan, Dorchester, and Roxbury in the 1960s.*

- New investments were made to the corridor in the 1990s, including community organizing that lead to the creation of Boston Main Streets.
 - The focus of these efforts was to bring back retail stores & re-establish community-based shopping districts with anchor retail, such as grocery stores.
 - Capital investments were also made to reactivate the streetscape with new plantings, new lighting, bus shelters, and other amenities.
- DND previously issued RFPs for some of the Blue Hill Ave. sites in 2008-09 and 2016-17.
- DND has worked to create meaningful partnerships and coordinate our goals and approach with neighborhood organizations.
 - Our partners include the Greater Mattapan Neighborhood Council, elected officials, government agencies, local businesses, nonprofit and for profit organizations.
 - The **Blue Hill Ave Action Plan** aims to address some of the historic barriers to development along the corridor.

PROJECT GOALS

DND's Blue Hill Avenue Action Plan is a holistic approach to the disposition and development of thirty (30) city-owned vacant parcels along the corridor. This includes coordinating efforts and creating partnerships with other city initiatives to ensure that the development goals outlined in this RFP are consistent with the goals expressed by the surrounding stakeholders.

The focus of this RFP is the ten (10) city-owned vacant parcels just north of Mattapan Square.

As outlined in the B1 Request for Proposals (RFP), the development objectives are to:

- Support and reenergize retail stores, and to re-establish community-based shopping districts with anchor retail;
- Promote housing and mixed-use development such as retail and housing;
- Promote opportunities for residents and businesses to contribute to and participate in neighborhood development;
- Maximize efforts at equity and inclusion, outreach, and support so that historically underrepresented residents and businesses can achieve success in the plan.

Additional information can be found on the project website:

<https://www.boston.gov/departments/neighborhood-development/blue-hill-avenue-action-plan-1>



An aerial photograph of a city street, likely in Chicago, showing a mix of residential housing, trees, and a city skyline in the distance. The street is wide and has multiple lanes. The houses are mostly multi-story, with some featuring porches and gabled roofs. The trees are lush and green, suggesting a summer or early fall setting. The city skyline in the background includes several tall buildings, including the Willis Tower. The overall scene is a blend of urban development and green space.

DEVELOPMENT FUNDAMENTALS

ROLES WITHIN A DEVELOPMENT TEAM

- **Project Manager**
- **Architect**
- **Consultants**
- **Lender/Financing Partners**
- **General Contractor**
- **Attorney**
- **Marketing/Property Management**

KEY ELEMENTS IN THE RFP

Scope of Project

- RFP Objectives
- Properties Offered
- Additional Resources

Development Guidelines

- Preferred Uses
- Design Guidelines
- Existing Site Conditions

Project Requirements

- As-Is Appraised Value
- Offer Price Information
- Applicant Guidelines
- Budget Review and Cost

Evaluation Process

- Minimum Eligibility Criteria
- Comparative Evaluation Criteria

Community Participation and Award of Contract

- Developer Designation
- Development Schedule

SUBMITTING A PROPOSAL

Successful applicants will need to ensure their proposal complies with [DND's Housing Development and Underwriting Policies](#). Proposals must include all of the following sections as part of the minimum eligibility criteria;

- | | |
|--|---|
| <ul style="list-style-type: none">● Proposal Summary and Narrative● Pre-Development Sources and Uses Budget (w/ proof of cash availability)● One-Stop Application for Development Budget- Use Sections 1-7, including “Project Summary Information”, “Rent Profile Analysis”, “21-Year Operating Proforma” and “Operating Expense Analysis” and Development Cost Analysis”● Evidence of Financing - Letter of Interest or Commitment Letter from an established Financial Institution● Evidence of Acquisition of Privately-owned Land, if applicable | <ul style="list-style-type: none">● Audited Financial Statement (most recent)● Resumes of Development Team● Design Submittal including 1 Full Plan Set● LEED Checklist demonstrating LEED Silver “Certifiable” strategy● Green Narrative that addresses, at a minimum, Integrated Design Process, Green and LEED Silver “Certifiable” strategy and sources of green funding.● Detailed Service Plan to support population served in Homeless Set Aside (required on rental housing developments with 10 units or greater). |
|--|---|

RFP FORMS

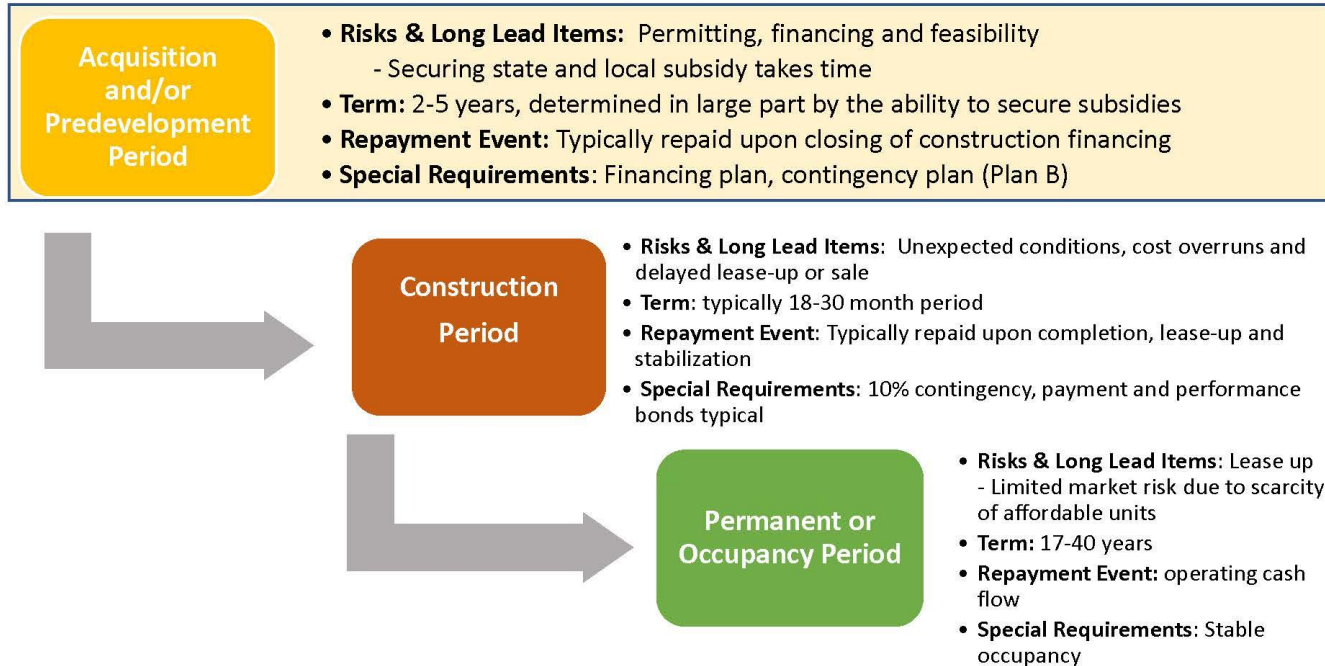
Additionally, the following forms must be completed and submitted with your application:

- | | |
|---|---|
| <ul style="list-style-type: none">• Original application submitted• Proposal Checklist• Solicitation Offer and Award• <u>Appendix 3: DND Form Links- Proposal Form</u>• <u>Appendix 4: DND Form Links- Project Summary</u>• <u>Appendix 5: Statement of Applicant's Qualifications Form</u>• <u>Appendix 6: Construction Employment Statement Form</u> | <ul style="list-style-type: none">• <u>Appendix 7: DND Form Links- Property Affidavit Form</u>• <u>Appendix 8: DND Form Links- Affidavit of Eligibility Form</u>• <u>Appendix 9: DND Form Links- Affidavit of Eligibility Form</u>• <u>Appendix 10: DND Form Links- Disclosure/Beneficial Interest Statement</u>• <u>Appendix 11: Mixed-Income Proforma</u> |
|---|---|

An aerial photograph of a city street, likely in Chicago, showing a mix of residential housing, trees, and a distant skyline. The text "FINANCING DEVELOPMENT 101" is overlaid in the center.

FINANCING DEVELOPMENT 101

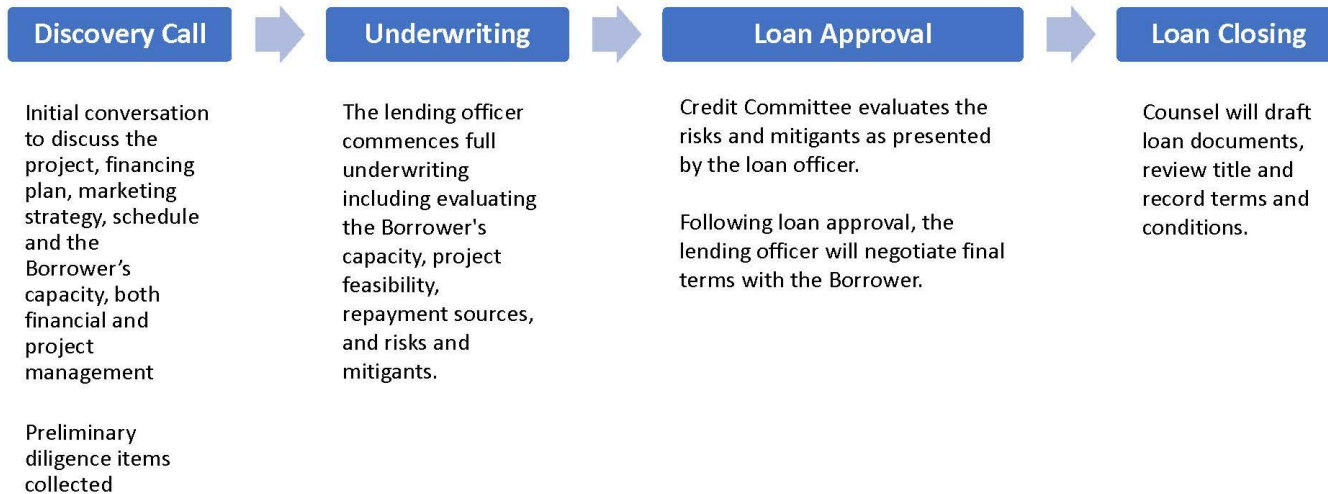
KEY DEVELOPMENT STAGES



DEVELOPMENT TEAMS SHOULD HAVE IN PLACE

- ☐ Project Description including building size, number of floors, tenant mix
- ☐ Budget – Sources and Uses
- ☐ Operating Proforma
 - ☐ How reliable is the revenue?
 - ☐ Demonstrate marketability of the rent shown in the Proforma
- ☐ Construction Cost Estimate
 - ☐ Contingency for increasing costs and unexpected conditions
- ☐ Financials – tax returns, Profit & Loss, Balance Sheet for the developer/owner
- ☐ Development Schedule with Milestones
- ☐ Market assessment – Brokers Opinion, market study/research
- ☐ Third Party Reports – Phase 1 Environmental Site Assessment, Geotechnical Report
- ☐ Lease Up Plan
- ☐ Property Management Plan
- ☐ Appropriate experience across team members to execute the development plan

FINANCING APPROVAL PROCESS & TIMELINE (TYPICAL)



FINANCING & DEVELOPMENT CHALLENGES

A project can stall at any stage for a variety of reasons. Here are some examples.

Community
Opposition

Changing
Market
Conditions

Difficulty
securing
financing

Construction
Costs higher
than expected

Building
Permits
Delayed

FINANCING PRODUCTS

Loan Products

-  Predevelopment
-  Acquisition
-  Construction
-  Mini-Permanent
-  Permanent
-  Bridge
-  Lines of Credit
-  Working Capital

Project Categories



Community Facilities



Mixed Use



Commercial / Industrial
Development



Affordable Housing



Charter Schools



Economic Development

FUNDING OPTIONS

Community Development Financial Institutions

- Local Initiative Support Corporation, "LISC," Margaret Keaveny mkeaveny@lisc.org
- Local Enterprise Assistance Corporation, "LEAF," Josh Glickenhauser jglickenhauser@leaffund.org
- Massachusetts Housing Investment Corporation, "MHIC," Deb Favreau favreau@mhic.com
- Dorchester Bay Economic Development Corporation, Neighborhood Business Loans https://dorchesterbayloans.org/?_ga=2.245577476.1075787417.1623202019-810812970.1623202019

State and Quasi-state Agencies

- MassDevelopment, David Bancroft, dbancroft@massdevelopment.com
- Mass. Growth Capital Corporation <https://www.empoweringsmallbusiness.org/>
Specializes in small business financing and technical assistance
- Summary of state real estate development-oriented assistance programs: <https://www.mass.gov/guides/community-one-stop-for-growth>

Other Business-oriented

- Foundation for Business Equity, Glynn Lloyd, g.lloyd@FBEquity.org <https://fbequity.org/> including strategy assessment, other TA, financing
- Boston Local Development Corporation, Bill Nickerson, bill.nickerson@boston.gov City of Boston small business loan program <https://www.bostonbusinessloans.org/>
- Jamaica Plain Neighborhood Development Corporation, Small Business Services, including loan and grant assistance <https://jpndc.org/small-business/>

LISC LENDING PRODUCTS

Housing Development

Predevelopment

- Loan Amount: \$50,000-\$2,000,000
- Term: up to 3 years with the potential to extend
- Collateral: Flexible, potential for unsecured predevelopment funding
- Repayment: Interest only

Acquisition

- Loan Amount: \$100,000-\$10,000,000
- Term: up to 3 years with the potential to extend
- Collateral: Real Estate
- Repayment: Interest only

Loan-to-Value: 95% for non-profits and 90% for for-profits
- possibly up to 120% LTV for TOD projects, depending on available funding

Special Qualifications: 20% of the units must be affordable to households earning 80% AMI and below after Stabilization

Small Business

Leasehold Improvements

- Loan Amount: \$100,000-\$500,000
- Term: up to 7 years with the potential to extend
- Collateral: UCC on business assets, guarantee
- Repayment: Fully amortizing payments

Working Lines of Credit

- Loan Amount: \$100,000-\$3,000,000
- Term: 2 years with the potential to extend
- Collateral: Flexible, UCC on business assets, guarantee
- Repayment: Fully amortizing payments

Basic Eligibility: Business in operation for 2 years

Credit enhancement may be available to write down interest rate.

Primary Contact: Margaret Keaveny, Senior Loan Officer mkeaveny@lisc.org (617) 549-0494



- **Housing and Mixed-Use Real Estate**
- **Predevelopment**
 - Loan Amount: \$100,000-\$1,000,000
 - Term: up to 3 years
 - Collateral flexible; full guaranty
 - Repayment: Interest only, set-aside from loan amount
- **Acquisition**
 - Loan Amount: \$100,000-\$5,000,000+
 - Term: up to 3 years
 - Collateral: first mortgage on real estate; guaranty
 - Repayment: Interest only, set-aside from loan amount if not income-producing
 - Loan-to-Value: 85%
- **Construction**
 - Loan Amount: \$500,000-\$10,000,000+
 - Term: up to 3 years
 - Collateral: first mortgage on real estate; guaranty
 - Repayment: Interest only, set-aside from loan amount if not income-producing
 - Loan-to-Value (as complete): 85%
- **Inquire about availability of Mini-Perm Loans**
- **Inquire about FACTORING program available for small MBE general contractors and subcontractors**
- **Leasehold Improvements/Tenant Fit-Out**
 - Loan Amount: \$100,000-\$3,000,000
 - Term: up to 7 years
 - Collateral: Flexible; guaranty
 - Repayment: Amortizing payments, potential for balloon

Contact Deb Favreau, Chief Development Officer, favreau@mhic.com, 617-850-1037



An aerial photograph of a city street, likely in Chicago, showing a mix of residential housing, trees, and a distant skyline. The text "OPPORTUNITIES FOR TECHNICAL SUPPORT" is overlaid in the center.

OPPORTUNITIES FOR TECHNICAL SUPPORT

BUILDERS OF COLOR COALITION

WHO WE ARE

- Increasing access and diversity in Boston's real estate sector, to create generational impact in expanding economic opportunity
- 500+ members, wide range of professions
- Umbrella for African American Real Estate Professionals (AAREP) and Minority Developers Association (MDA)

WHAT WE DO

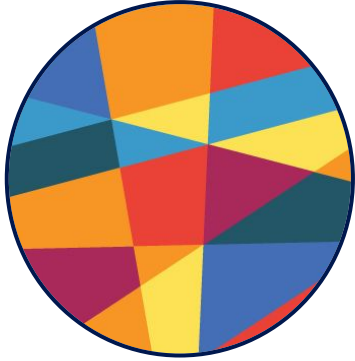
- Educational and networking events
- Key connector for industry events, jobs, and bid opportunities

HOW TO GET INVOLVED

- Join our email list at buildersofcolor.com/email-signup
- Join the Boston Minority Real Estate Directory at buildersofcolor.com/directory
- Sponsor the organization at buildersofcolor.com/sponsorship



OFFICE OF ECONOMIC DEVELOPMENT - SMALL BUSINESS UNIT



BOSTON MAIN STREETS

- Greater Grove Hall
- Mattapan



TECHNICAL ASSISTANCE

- 1:1 technical assistance services
- Group workshops and training



STOREFRONT BEAUTIFICATION

- Facade improvement projects
- Design Assistance
- Signage

smallbiz@boston.gov



BLACK ECONOMIC COUNCIL OF MASSACHUSETTS (BECMA)



CONTACT INFORMATION

Business hours: Mon – Fri | 10:00 AM – 5:00 PM

Email: info@becma.org

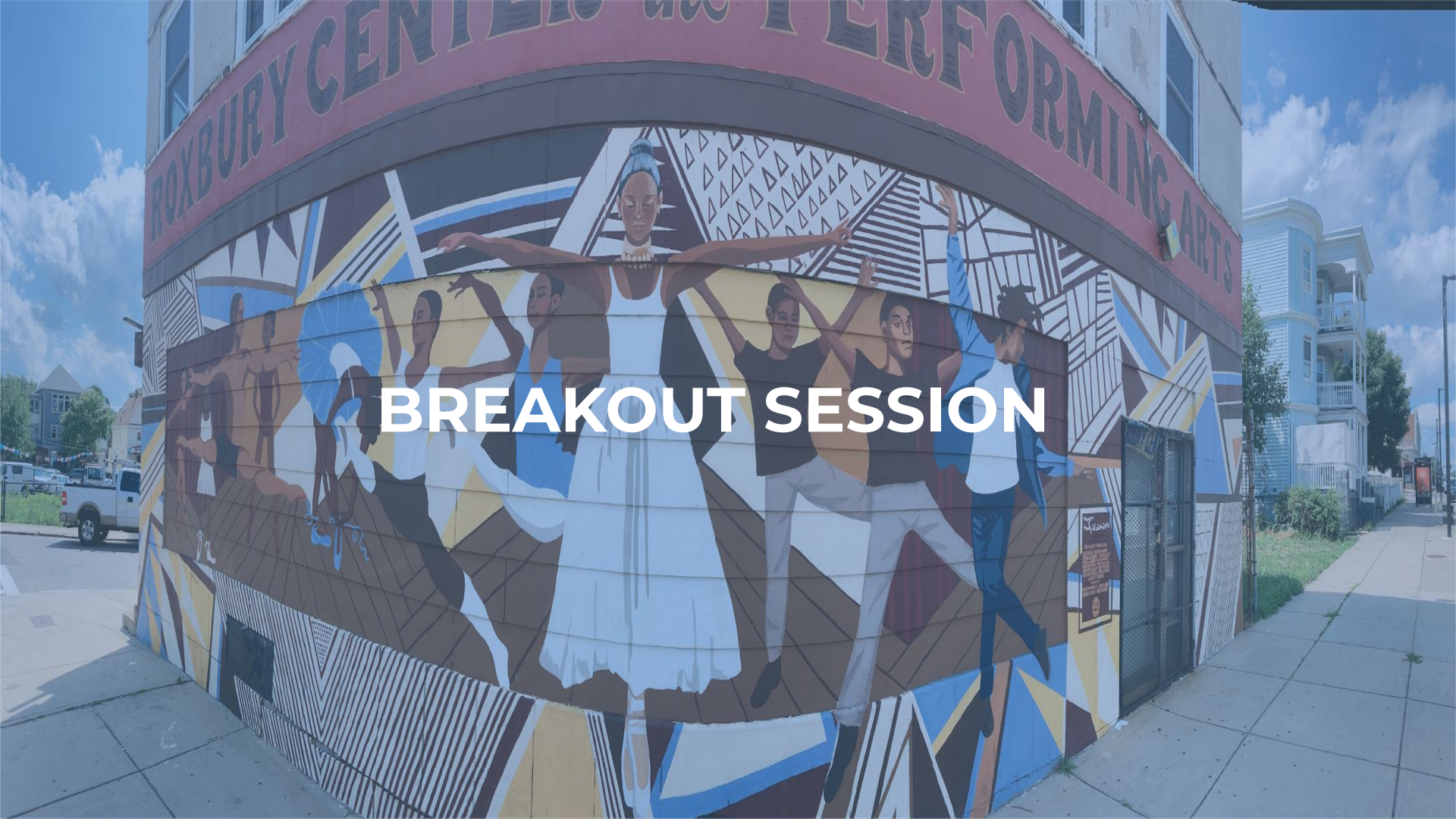
Tel: (857) 308-4623

Address: 1 Beacon St, 15th Floor, Boston, MA 02108

Website: www.becma.org

ROXBURY CENTER FOR PERFORMING ARTS

BREAKOUT SESSION



BREAKOUT SESSIONS

- **Development Basics:** City of Boston
- **Questions for the City:** City of Boston
- **Finance Basics & Funding Options:** MHIC & LISC
- **Opportunities for Technical Support:** BCC & OED

NEXT STEPS





Please visit the project project page for the most up to date information, including a development timeline.

boston.gov/buildinghousing/blue-hill-ave-action-plan-b1-sites

DND will host a networking session on Wednesday, June 30, 2021, from 2:00 pm to 3:00 pm. Attendees will have an opportunity to network with other potential applicants and industry professionals. To register please visit the project website listed above.

B1 RFP proposals will be received until August 3, 2021, at 4:00 p.m. (est). Late proposal submissions will not be accepted.

DND Thanks you for your interest!